NATIONAL AVIATION UNIVERSITY
Faculty of Economics and Business Administration

Department of Management International Business

Guidelines for the preparation of student

for workshops

discipline "Organizational Behavior"

students ___ ___ 3 course

073 specialty "Management"

Compiled by

Lecture reviewed and approved
 Department of Management at the meeting of
IBA

Protocol number of ____ "____" _____
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Compiled
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Adopted by the scientific and methodological Editorial Board of Education and Research Institute of Economics and Management of NAU (Minutes № ___, from "_____" _____ 20__r).

In the guidelines provided general instructions for practical tasks and objectives of the main sections of discipline "Organizational Behavior" and guidelines for solving situational problems.

Designed for full-time students and distance learning specialty 8.03060104 "International Management".

Calculated on university students enrolled in the program and masters in the implementation of module-rating technology into the learning process.

INTRODUCTION

The course "Organizational Behavior" is taught to students majoring 7 / 8.03060104 "International Management".

She is a random block of disciplines corresponding state standard of training.

The subject of discipline is the essence, the main theoretical and practical aspects of organizational behavior in modern companies.

The peculiarity of teaching "Organizational Behavior" is the study of organizational behavior as a distinct field of study that examines the impact of managers, management structures on the efficiency of work, the mission of every employee in the team.

Understanding human behavior plays an important role in determining organizational effectiveness, which is the cause of development and the inclusion of appropriate techniques in conjunction with curriculum training. Organizational issues, problems of staff in modern conditions become important as the behavior of people in all types of organizations, and therefore require separate scrutiny. Therefore, the purpose of teaching is to develop future managers in modern management thinking and systems specialist knowledge of organizational behavior and making appropriate management decisions.

Handout discipline is structured in a modular manner and consists of two training modules, namely:
- training module №1 "Organization management system"
- training module №2 "Personality and organization", each of which is logically complete, relatively independent, integral parts of the curriculum, which involves mastering of module tests and analysis of their performance.

Discipline "Organizational Behavior" knowledge-based disciplines such as: "Information systems in management", "International Economic Relations" and is the basis for the study of such subjects as "Organizational Behavior", "International monetary relations", etc. .

Situational objectives and common and specific problems solved based on techniques developed by teachers and the Department of Management International Business NAU.

Module №1 «Organization management system."

As a result of the material of the first training module "Organization management system" students must:
- Know the theoretical foundations of a person's behavior in the organization, management individual and group behavior in the organization;
- To be able to solve situational tasks relating to the management of organizational changes and organizational culture;
- Use whole arsenal of theoretical and practical knowledge to identify opportunities and threats in the organizational environment and the behavior of the staff organizations.

Workshop 1.1
Organization and organizational environment

1. The concept of organization. Development organizations and their common characteristics.

2. Organizational environment.

3. Formation of organization.

4. Organizational development as an object of control.

Aim: consolidate and test knowledge of the laws of functioning and development of the organization, especially its business environment and the internal capacity.

Theoretical part:

Organization- a group of people whose activities are deliberately coordinated to achieve a common goal or common purpose.

Ukrainian law organizations with legal personality, called companies, partnerships, associations, unions and others. In practice uses the term "company", "corporation" and so on.

Classification organizations:

1. By way of formation and purpose of the organization is divided into formal and informal.

2. the number of goals produce simple organization (with a goal) and complex organization (pose a set of interrelated goals), which in the vast majority of the economy.

3. The magnitudeseparate large, medium and small organizations. In large organizations running thousands of employees in medium - hundreds, and small - tens. Officially registered organizations receive legal status (formal recognition attributes of state registration, bank account, the form of the company). All other organizations are non-legal entities.

4. forms of entrepreneurshiporganizations are divided into the enterprise, commercial companies, banks, insurance companies, investment funds and others.

5. The nature of adaptationchanges to produce mechanical organization (characterized by conservatism, rigid organizational structure management, avtokratyzmom in control and communications fetishization standardization, etc.) and organic (characterized by dynamism, flexibility, organizational management structures, develop self-control, the democratization of communications, etc.).

All organizations have their common characteristics.

1. All organizations use the four basic types of resources: human resources; financial resources; natural resources (raw materials, equipment, etc.); information resources.

2. any organization is an open system. The resources that the organization uses for production (services) it takes from the environment. In turn products produced organization also implemented in the environment. Thus the organization can exist only in interaction with the environment. This means that any actually existing organization is an open system.

3. the division of labor within the organization. Even if two people work together to achieve a common goal, they have to distribute among themselves.

The situational approach requires taking into account not only factors internal but also external environment - factors that affect the activity of the company from the outside, they are divided into factors of direct suppliers, customers, competitors, laws (state authorities), public organizations (trade unions) they directly affect on the organization and depend on this activity. Indirect factors: economics, politics, international status, socio-cultural factors, technological progress affecting not directly but through certain mechanisms and relationships. In assessing the environmental factors to consider following characteristics: the interdependence of all environmental factors (change in one factor may change others); the complexity of the environment (a large number of factors influence a great variety of ways); mobility environment (rate of change of environment organizations); dynamic environment (variability environment organization); the uncertainty of the external environment (limited information); the interdependence of factors internal and external environments.

Task:
- Determine the nature of the organization and its main characteristics;
- Lock knowledge of the concepts of "organizational environment", "organizational development", "external factors", "internal factors", "mechanistic organization", "business organization" participatory organization "," edhokratychna organization ";
- Learn the basic approaches to classification organizations;
- Check knowledge of internal and external factors influencing the development of modern organizations.

Literature:

1. Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.

2. Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.

3. Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.

4. Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .:Bahr M, 2006. - 752 p.

3.1.5. SP RobbynzOsnovыorhanyzatsyonnohopovedenyya. - S-Pb .:Williams, 2006. - 448 p.

Tests for independent work

1. What are the main components of any organization:

a) internal and external environment;

b) people, a task management;

c) the organizational culture and resources;

d) technology strategy.

2. Why should include organizational culture?

a) the factors of the internal environment of the organization;

b) factors to the immediate environment of the organization;

c) factors to the overall external environment of the organization;

d) the factors cultural environment.

3. Why should include small consumers (average) organization:

a) the factors of the internal environment of the organization;

b) factors to the immediate environment of the organization;

c) factors to the overall external environment of the organization;

d) the factors cultural environment.

4. What is the main current trends in the development of small (medium) organizations:

a) growing importance of hierarchy;

b) reducing the organization;

c) orientation schedules consumers;

d) organization of large regional networks.

5. What is the basis of the functioning of the organization?

a) the hierarchy of power;

b) management;

c) financial interest;

d) synergistic effect.

6. What level of management of the organization should develop and implement a policy of interaction with the environment?

a) downstream;

b) higher;

c) average;

d) all the levels.

7. What type of control is typical for small (medium) organizations resist change and are inflexible organizational structure and persistent problem:
a) edhokratychnyy;
b) mechanistic;
c) organic;
d) authoritarian.

8. What modern organization based on participation of workers in management:
a) participatory;
b) market-oriented;
c) edhokratychna;
d) business.

9. Small business entities in accordance with domestic law as entities in which:
a) The average number of employees does not exceed 50 people and annual gross income does not exceed 10 million euros;
b) the average of up to 70 people and annual gross revenue of 300 million euros;
c) the number of employees from 11 to 50 people;
d) The average number of employees does not exceed 50 people and annual gross income does not exceed 500 thousand. euro;

10. Which of the criteria for small organizations considered key:
a) the cost of funds and organizing annual profit margins;
b) the number of employees in the organization and the annual gross revenue from sales and services;
c) the cost of energy used and the number of vehicles;
d) the annual gross revenue from sales and services and the amount of authorized capital.

11. considered micro enterprise where the number of employees
a) 1 to 10 people;
b) up to 5 persons;
c) 1 to 15 people;
d) 1 to 7 people.

12. The main factors affecting the development of the organization do not include:
a) the environmental situation in the country;
b) the overall economy;
d) government regulation of economic processes;
c) legal support business;

13. Subjects medium enterprises in accordance with national law as an organization in which:
a) The average number of employees exceeds 50 persons and the annual gross income does not exceed 100 million euros;
b) The average number of 50 to 250 employees and annual gross revenue from 10 to 50 million;
c) the number of employees from 50 to 100 people;

d) The average number of employees from 50 to 100 people and annual gross revenue from 300 to 500 thousand. Euro.

14. Which of the following areas of economic activity of small and medium sized organizations are dominant:

a) chemical industry;

b) light industry;

c) mechanical engineering;

d) the steel industry.

Workshop 1.2
Managing Organizational Change

1. The nature of organizational change.

2. External environment variables and internal organization.

3. Efficiency and models of organizational change.

4. Resistance to organizational change.

Aim: learn knowledge about the nature of organizational change, their main characteristics and models to overcome resistance of staff organizational changes.

Theoretical part:

An important problem of modern management is the management of organizational change procedure. In organizational changes in management is understood innovate in personnel management, the need for which is called a continuous process of adaptation to the requirements of the organization of external and internal environment.

The whole set of reasons organizational change can be divided into three groups: the changing external environments; the emergence of more efficient versions of the management tasks; bureaucratization of management personnel.

The diagnostic features, making necessary changes are:

• stabilization or deterioration in performance of the organization with no visible external causes;

• loss of competition;

• passivity in matters of personnel, where it is competent;

• lack of support from the staff manager wrong decisions;

• nearhumentovanoho protest against any innovation;

• the organization does not repeal the procedures of inefficient management decisions;

• Availability apparent gap between the formal responsibilities of staff and its specific work;

• at high frequency penalties virtually no place incentives;

• apparent reluctance of workers can hold executive positions;

• presence well known in management standard psychological stereotypes in the behavior of managers (dispatching functions using precedents excessive centralization of management functions, etc.).

The main objects of organizational change is often the goals of personnel management organization structure, technology, employment of personnel, warehouse personnel.

Task:
- consolidate knowledge about the types and characteristics of organizational changes;
- reveal the essence psychological self-defense mechanism in maintaining personal clarity;
- describe the concept of organizational development;
- learn approaches to the formation of typical organizational development programs;
- read the positive and negative aspects of organizational development.

Literature:
1. Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.
2. Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.
3. Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.
4. Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .:Bahr M, 2006. - 752 p.
3.1.5. SP RobbynzOsnovыorhanyzatsyonnohopovedenyya. - S-Pb .:Williams, 2006. - 448 p.

Tests for independent work
1. During the most comprehensive definition of "change" means: a) transformation of the organization between the two time points, b) development of the organization of new ideas or behaviors, and c) the sequence of events that led to substantial changes in the organization, d) empirical observation of differences fit, quality or condition of any organizational elements over time.

2. In which values the business world considers the concept of "change"?a) to determine the external changes, and b) to determine the internal changes in) to determine the program of reorganization and restructuring d) all answers are correct.

3. Implementation of a systematic approach in the study and design changes involves evaluation of the basic properties and performance management systems:
a) neadetyvnist, emergence, synerhichnist b) integrity, generalized, centralized c) adaptability, subsystems and interoperability element of the system, ekvifinalnist d) all answers are correct.

4. The options for the practical implementation of resource theories in the implementation of the changes include:

a) autsorynh b) outstaffing c) transfer all functions to third parties, d) the correct answer "a" and "b".

5. Autsorynh - is:

a) the withdrawal of outside organizations typically non-core functions and activities as well as those works that do not meet the accepted concept of business. b) withdrawal of the staff of state organizations - the customer in the state organization - the contractor, c) the transfer of functions to third parties, d) all answers are wrong.

6. Management zminamy- this:

a) The system is cyclical and sequential activities, which means managing the impact with the resources inputs are transformed into outputs that their results are of value for the consumer, b) a unique activity that has a beginning and an end, aimed at achieving a certain result and goals, creating some unique product or service, under the given constraints on resources and the terms and requirements as to the acceptable level of risk, and c) focused on the impact on the management of internal variables of the organization, identifying s its objectives, structure, technology and human resources as a result of which both achieved by changing the values, aspirations and behavior, as well as processes, methods, strategies and systems. d) achieve this harmonious state organization,

7. R.Daft states that to achieve the strategic benefits managers need to focus on these types of changes:

a) goods and services, and b) the strategy and culture, c) culture and technology, and d) all answers are correct

8. For R.Kanteru managing change in organizations takes place at the following levels:

a) draft amendments, b) program changes, c) organization leaders change, d) all the above levels.

9. Education enables individuals, organizations and ecosystems:

a) Change formed skills and become more responsive to changes b) select appropriate tools and conditions to develop their skills for learning, thinking and transformation; c) modify the generated skills and become less responsive to changes d) all answers are correct.

10. The behavioral approach to change includes:

a) the recognition of human primary mental disposition and use the ideas of talented employees in the transformation, b) understanding the behavior of the individual as a physiological responses to stimuli that await her in the effective transformation of the organization, c) use of features of interrelation and

interaction properties of the human psyche in the management changes d) the correct answer "a" and "c".

11. The process of encouraging yourself and others to achieve their goals called:

a) perception; b) installing c) motivation; d) communication.

12. Perception person call to action?

a) motif, b) need c) Motivation d) perception.

13. The informal (implicit) knowledge - is:

a) personal knowledge, depending on the situation and hard to formalize and dissemination b) codified knowledge that can be transferred by means of a formal, systematic language; c) knowledge expressed by words and numbers; d) the correct answer "b" and "c".

14. What is the result of knowledge in the organization? a) conceptual knowledge (common intelligence models and technical skills), b) knowledge system (ie prototyping new technologies); c) married knowledge (common intelligence models and technical skills), d) operational knowledge (of project management, production process, the use of a new line of product).

15. Identify the characteristics inherent in the actual change leaders A) the ability to install backbone connections, and b) the ability to influence the higher and lower staff, c) the talent and the ability to change the style of leadership, and d) all answers are correct.

16. Group - is:

a) association of various special fields, working simultaneously on e decision of this or that problem to achieve their common goal, b) relatively secluded unite individuals to achieve specific goals vzayemopov`yazanyh together, performing different obov` bandages, coordinating joint activities and who consider themselves part of a whole. c) association of senior management working together to resolve the problems with which the other members are not paid, d) the correct answer "a" and "c".

17. The Group established by decision of the management structure in an organization called:

a) formal .; b) informal c) management, d) target.

18. The groups created for certain purposes, are called:

a) formal; b) informal c) management, d) target.

19. Identify the main differences from the usual group of teams:

a) individual union share common purpose and common responsibilities to achieve it, and b) depends on the result of the contribution of each participant, control their activities carried out by the results, c) association of people share common purpose, management by objectives; d) the correct answer "a" and "b".

20. The formation of the team includes the following steps:
a) preparation, a workplace, formation, facilitating the work .; b) forming, seething, performance, dissolution; c) forming, seething, the establishment of standards of conduct, performance, dissolution; d) formation, formation behavior, performance, disbanding.

21. Identify actions should not perform in the formation team at the stage of "Training":
a) decide on the work that needs to be performed; b) define the goals the team, its management structure. c) provide the necessary materials and equipment to do the work, d) define rules of conduct that must follow all team members.

22. Theory "O" organizational change using the head that has the following values of the organization and leadership style:
a) focused on the economic value, b) autocratic leader c) sotsialnooriyentovanyy head, which is a democratic leader. d) the correct answer "a" and "b".

23. What form of government employees can cause a negative reaction on changes in the organization:
a) coercion. b) compensation c) reference d) expert.

24. Individual readiness to head measured changes in the organization:
a) its competence, b) the means and methods of activity that it can be applied, c) individual preparedness to human relations, d) all answers are correct.

25. Psychological leadership team include:
a) objectivity and b) desire for continuous improvement, and c) the ability to manage emotions d) panoramnist thinking.

26. What leadership style promotes the active participation of members in conducting kotektyvu changes:
a) the exploitative-authoritative;
b) dobrobazhano authoritarian c) democratic d) liberal.

27.Styl guide used during the life cycle of the organization "birth" - is:
a) authoritarian. b) consultative and democratic c) participatory democratic d) bureaucratic liberal.

28. For the rapid changes in crisis situations need the following policies:
a) negotiations and b) directive. c) achieve common goals, d) trial and error.

29. Warning collective resistance to the proposed changes carried out on the basis of policy:
a) negotiations. b) prescriptive c) achieve common goals; d) sampling and pomylok.30. Swipe changes provided by: a) regressive changes, b) the "shock therapy" and c) "earthquake" d) "turtle".

31. If significant resistance to change, but their implementation is necessary, then:

a) introducing them to a limited extent, as an experimental "pilot" project. b) implement them over time, and c) performing replacement staff that resists changes d) conduct explanatory activities.

32. With insufficient volume of information or inaccurate information used in the analysis of this group of methods to overcome resistance to change:
a) help and support, and b) awareness and communication. c) negotiation and agreement, d) manipulation and co-optation.

33. Use in overcoming resistance to change unacceptable from the standpoint of morality dispute receptions, discussions and error, based on the psychological impact on his interlocutor to enter into a state of irritation, shame, etc. - is:
a) co-optation b) manipulation. c) mobbinh d) bullinh.

Workshop 1.3Orhanizatsiyna culture

1. The concept of structural elements and features of the organizational culture.

2. Functions of organizational culture.

3. Classification of organizational culture.

4. System support organizational culture methods.

Aim:examine the nature of organizational culture, its origin and importance for modern organizations; identify the main features and characteristics of organizational culture in relation to organizational behavior; develop skills of analysis of the essence of organizational culture.

Theoretical part:
Organizational culture - a social phenomenon that occurs on any company is the system of values, beliefs and norms, roles, rules that guide the organization (enterprise), form relationships and communication between employees and departments of the organization.

Organizational culture has some specific features that distinguish the organization among others, and is usually the product of historical development organizations:

- traditions, language (slang), slogans, customs,

- all that contributes to the transmission of cultural values, beliefs, norms, roles and content of other generations of workers adapt techniques and combining (integrating) its employees.

Organizational culture is the result of repeated interaction between employees, their individual values, beliefs, finding acceptable behavior, roles, developing techniques and methods of interaction (effective communication).

On the one hand, organizational culture is a product of human relations employees related common goal, on the other hand, culture is above men - guides and adjust behavior according to the accepted norms and values.

Organizational culture emerging leaders (formal - heads of organizations and informal), while organizational culture has a strong effect on the motivation of employees.

The hierarchy of organizational culture - a certain level steps, which are sequentially formed on organizational culture. The first level of organizational culture - the culture of the individual - the employee organization. The second level - the culture departments. The third level - the culture of the organization. Functions of organizational culture: 1. Formation, storage, transmission, storage values of the organization. 2. Formation of knowledge. 3. Formation of internal communications and relationships within the organization vertically and horizontally. 4. Formation of external communications and organization. 5. The formulation purposes. 6. Building a culture of labor, material and other production processes.

The structure of the organizational culture has two dimensions: horizontal and vertical. The horizontal dimension is characterized by a variety of cultural forms, of which there are four:

1. Economic organization's culture - the result of economic thinking. Economic Culture includes: 1) production culture - the culture of labor organization, culture conditions and culture of labor and so on; 2) distribution of culture; 3) the culture of consumption; 4) culture exchange.

2. Psychosocial culture caused by the mechanism of thinking people. Psychosocial culture includes many components, the most obvious ones: 1) culture managers, employees; 2) ethical and aesthetic culture; 3) culture of behavior (motivation); 4) culture communication; 5) culture of conflict resolution. In turn, each of the elements of culture can be divided into other components.

3. Legal culture; 4. Political Culture. The vertical dimension is characterized by three levels: 1) surface - examines the outward manifestations of culture; 2) subsurface - analysis of values and beliefs, the perception which is aware of the nature and 3) deep - basic assumption that it is difficult understood even team members are hidden, are taken for granted assumptions that help absorb attributes (artifacts that proclaimed values and the basic idea) that characterize the culture.

Task:
- check the knowledge of the characteristics of the formation and management of organizational culture;
- consolidate knowledge on the structure and components of organizational culture;
- examine the relationship that exists between organizational behavior and characteristics of the organizational culture;
- learn the basic management tools of organizational behavior, taking into account cultural characteristics of the company.

Literature:

1. Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.

2. Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.

3. Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.

4. Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .:Bahr M, 2006. - 752 p.

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Practical tasks

Task 1. Answer the questions.

1. Define the term "culture". How important it is in human society? Does culture on individual behavior or social group?

2. The culture of a society can be represented as a system consisting of several levels. What is the level? Draw a schematic of the relationship.

3. What does the culture at the organization? What are its characteristics?

4. Give the definition of "organizational culture". In what proportion do you think are the concept of "culture" and "organizational culture"?

5. How do the concept of "organizational culture", "corporate culture", "management culture"?

6. What caused the curiosity of scientists the phenomenon of organizational culture?

7. What is the role of organizational culture in managing a modern organization? Does it impact on employees?

8. List the major features and quality of organizational culture.

9. How do you think you can increase the effectiveness of HR organizations through the formation of appropriate organizational culture?

10. Expand the essence of horizontal and vertical dimension structure of organizational culture.

11. Describe the components of the horizontal dimension of organizational culture: economic, social, psychological, legal, political culture of the organization.

12. Describe the contents of the surface, under the surface and deep vertical dimension of organizational culture.

13. Organizational culture has some specific features that distinguish a company among others and is usually the product of historical development organization. What are features? Give an example (of a particular organization).

Objective 2: The situation analysis "Business demands change"
Context

Ekaterina Klimenko worked in a large design company that was fashionable in the office building in the city center. The company regularly receives large orders and tenders won. Each employee was comfortable workplace, equipped with the latest technology. Around was extraordinary clean, even pictures hung on the walls. However, employees salary was not high. Another company offered a salary Catherine twice bigger than the one it received. She agreed to move to a new job. The first thing that caught my eye at Catherine when she came to a new job: office staff and office resembled a landfill. All around lay plastic container of the water, paper, candy wrappers, the desktop and the window sill was dust, dirty dishes. The building is not repaired twenty years. People age were the same as Catherine, job profile was also similar to a previous job, but she had the feeling that she seemed trapped in another world. Salary was the staff are on average higher than in the previous organization. Before Svyetikovoy as NR- Director was tasked to change the existing strategy HR. The company existed through investment management company by itself is not earned on samookupovuvannya not come out for three years. The management company was not satisfied with this result. The main reason is not successful leadership saw in the wrong HR Catherine and has set plan to develop changes needed to improve the quality and efficiency of the staff. After analyzing the situation, she realized that the problem lies not in the professional plane.

Question 1.*How would you describe the organizational culture of the company, which came to work Catherine? 2. Is it possible to increase the efficiency of the company by changing the organizational culture? 3. How are interconnected firm policy change and transformation of organizational culture? 4. What should start rebuilding? Give tips Catherine.*

Task 3. Determine which of the following statements are true and which are not. Discuss your answers in the group, justifying their opinion.

Statement: 1. Organizational culture differentiates one organization from another.

2. Among the reasons that contributed to the development of the concept of organizational culture in the late 70s of the twentieth century are the following: economic, cross-cultural, rational (scientific).

3. Culture at the organization regulates the activities of people.

4. Maintain a culture depends on opinion leaders.

5. Learning organizational culture workers depends on their adaptation to the organization.

6. Organizational culture refers to environmental factors.

7. Basic installation unsubstantiated perceived culture and shared members.

8. The transition from one life cycle stage to another organization - a predictable change.

9. The mission typically formulated at a stage of growth.

10. At the stage of decline intensified centralization of the organization.

Task 4.Proanalizuvaty specific situation, to answer questions
Manifestations of organizational culture

1. The hotel chain Ritz-Carlton is known worldwide. Its leaders have managed to create a unique atmosphere and ensure a high level of service, which allows it to thrive in a competitive environment, have a strong position in the market. In every Ritz-Carlton employee feels part of the team and doing everything possible that best suit the client. This helps staff the collection of rules, known as the "gold standard." Even more important is that the company policy, practice and procedures designed to maintain the interest of employees to effectively work (system on incentive compensation). Employees realize their value to the organization. Their motto: "We - ladies and gentlemen - we offer services ladies and gentlemen." Guests and employees are equally good service.

2. The main objective of McDonald's- provide its customers quality, service, convenience and consumer value. The company's founder wanted to create a chain of restaurants that would be known for its quality and unique method of cooking. He created the University "Hamburger" where everybody could get knowledge of "hamburherolohiyi", it became part of the organizational culture. McDonald's employees appreciate their loyalty and dedication. Policies and procedures governing McDonald's detailed responsibilities of employees and their behavior at work. For example, the instructions governed by how often should prybyratysya sanitary facilities and that nail polish should be used. McDonald's holds various competitions and awards ceremony, all those who better perform their duties. The company is actively using the practice of franchising (a form of cooperation between legally and financially independent parties (companies and / or individuals) in which one party (the franchisor), which owns a successful business, a known brand, know-how, trade secrets, reputation and other intangible assets allows the other party (the franchisee) to use this system to certain conditions). The key elements of the new approach are: the franchisee required to obtain approval of the annual financial plans for all products by a single pricing policy. Franchisee not meet the requirements of the company at risk of losing the franchise after expiry. in which one party (the franchisor), which owns a successful business, a known brand, know-how, trade secrets, reputation and other intangible assets allows the other party (the franchisee) to use this system to certain conditions). The key elements of the new approach are: the franchisee required to obtain approval of the annual financial plans for all products by a single pricing policy. Franchisee not meet the requirements of the company at risk of losing the franchise after expiry. in which one party (the franchisor), which owns a successful business, a known brand, know-how, trade secrets, reputation and other intangible assets allows the other party (the franchisee) to use this system to certain conditions). The key elements of the new approach are: the franchisee required to obtain approval of the annual financial plans for all products by a single pricing policy. Franchisee not meet the requirements of the company at risk of losing the franchise after expiry. Franchisees are required to obtain approval of the annual financial plans for all products by a single pricing policy. Franchisee not meet the requirements of the

company at risk of losing the franchise after expiry. Franchisees are required to obtain approval of the annual financial plans for all products by a single pricing policy. Franchisee not meet the requirements of the company at risk of losing the franchise after expiry.

Objectives: 1.*Identify common elements of organizational culture Ritz-Carlton and McDonald's. 2. Which organization relies to a greater degree on control and / or competition?*

Subject abstract works:

1. Culture as a condition of the product and the development of civilization.

2. Features of the twenty-first century management and organizational culture.

3. The origin and evolution of the science and practice of organizational culture.

4. Organizational culture as part of the organization's capacity and decisive factor in organizational behavior.

5. Organizational culture and image of the organization.

6. Functions of organizational culture.

7. Culture Management and its components.

2. Module №2 «Personality and organization"

As a result of the material of the second module "Personality and organization" students must:

- develop and implement technology decision-making in the management of organizational behavior;

- analyze and summarize the material in a certain system, compare the facts obtained from different sources of knowledge;

- make a contribution to the harmonization of human relations; establish effective communication in the management process;

- choose the appropriate model of organizational behavior modification.

Workshop 2. 1
Theoretical Foundations of individual behavior in organizations

1. Basic theory of individual behavior in organizations.

2. Personal development organization.

3. Human behavior in the organization.

4. Models of organizational behavior of the individual.

Aim: consolidate knowledge of basic forms of human behavior in a social group, introduce the main approaches of formation of human interaction and

organization, methods of prevention and resolution of conflicts between the individual and the organization.

Theoretical part:

Behavior - a form of individual interaction with the environment, which is determined by the natural properties of identity and individuality.

personalityb - a set of features that distinguish one person from another. They depend on living conditions and human activities; system needs, interests and motives; management identity and "I imagined."

Personality - a social phenomenon. It is a product of communication. To understand the human personality, and thus effectively control it, you need to make a picture of her special perception of the world. This pattern is formed in the reference group, family, friends and work on training and under their influence. Man form a picture of the world in dealing with others.

The term "organizational behavior"emerged in the early 60s of XX century. When combined some areas of scientific disciplines involved in explaining the processes taking place in the organization, between organizations and between internal and external environment of the organization.

Behavior - a set of interrelated reactions, which carries people to adapt to the environment. There are five basic forms of human behavior in a social group:

- "angelic" is set to images of unnatural denial of evil. Very few people in the community can be attributed to this behavior;

- "highly moral" proclaims human kindness, respect only the high principles of behavior (honesty, integrity, generosity, wisdom, etc.). In all the countries considered carriers of high moral aristocracy, priests and intellectuals;

- "normal" performance built on the principles of public morality, allowing deviations and deficiencies, which recognizes the dialectical unity of good and evil. In the area of normal behavior is most of society and the labor collective;

- "immoral" behavior is inherent in the people who constantly violate the moral code of society. Personal interests, motivations and needs of the people of this type placed above the norms prevailing in a given social group, they feel no guilt in violation of the law and religious precepts. Immoral behavior peculiar backward part of the group (with some time here "fills" criminal);

- "devil", that is absolutely immoral, illegal, excluding the observance of public morals. Such behavior shows some representatives of the criminal world.

By criteria bases of human behavior are those resistant characteristics of her personality that determine choices, decisions about her human behavior.

CRITERIA base behavior of any person consists of its commitment to the people, events and processes together values shared by that person, a set of beliefs, which follows the person and principles to which it adheres to in his behavior. All these elements of criteria base behavior are in close interaction and mutual interpenetration. But despite the considerable interdependence, they can be regarded as relatively isolation characteristics of the individual rights that affect its behavior.

Commitment has three components.

First, it is the part that reflects the feelings of a person in relation to the object, or person likes it or not. This part is an influential part of the commitment.

Secondly, this knowledge about the object held by a man.

Thirdly, it is intent on how to behave in relation to the subject. Uniting together, these three parts form the attachment to the human subject, which are dynamic link between human knowledge about the object of her feelings towards the object and its intentions in relation to these about 'yektamy.

The commitment towards human phenomena, processes and people is based on training, based on life experience. Typically, positive or negative attitude to the object is formed as a result of the object or caused pleasure or not.

Important for good governance, the establishment of good relations in the organization there are three types of attachment:

- job satisfaction;
- enthusiasm for work;
- commitment to the organization.

The extent to which developed workers in these types of attachments, significantly determine the results of their work, the amount of absenteeism, turnover, etc.

Task:

- test knowledge of basic forms of human behavior in social groups;
- consolidate knowledge on how to establish cooperation in the organization;
- specify the criteria bases of human behavior;
- master theoretical approaches to the resolution of conflicts arising between the individual and the organization in the process of economic interaction.

Literature:

1. Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.

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Workshop 2.2
Formation of group behavior in the organization

1. Basics of group behavior. Formal and informal groups.
2. Efficiency working groups.
3. Efetyvnist teamwork.

Aim:consolidation, deepening and systematization of knowledge about the groups and their types; characteristics of formal and informal groups; forming groups and stages of development; management of formal and informal groups.

Theoretical part:

Group- two or more people who interact closely with one another, with each aware of his membership in the group, it belongs to others, a positive dependence on each other to achieve common goals.

Traditionally, the group divided into two types:
- formal groups;
- informal groups.

Formal groups- a working groups, formed an organization, have established specific duties and perform specific tasks. Formal groups usually distinguished as structural units in the organization. They are formally appointed leader, formally defined structure of roles, positions and positions within the group, and formally assigned to their functions and tasks.

The organization has three main types of formal groups: group leaders (command and subordinate groups), work (production) group and target groups.

*Informal groups*established no formal regulations, guidance and regulations, and members of the organization in accordance with their mutual sympathy, common interests, same hobbies, habits and so on. These groups exist in all organizations, although they are not represented in the schemes that reflect the structure of the organization, its structure. Informal groups tend to have their own unwritten rules and norms of behavior, people are well aware of who is part of an informal group and who is not. In informal group consists of some roles and positions. Usually these groups have explicitly or implicitly expressed a leader. In many cases, informal groups can be as much or more influence on their members than formal structures.

The development team includes five stages: forming, confusion, ordering, performance, disbanding.

The first stage of formation, characterized by two aspects. Initially, people come together in a group or as a result of service use (formal group), or from the desire to obtain any benefits and advantages (informal group).

Once people joined the group (that were its members), begins the second stage of formation phase: defining purpose of the group, its structure and management style. For this phase, characterized by a high degree of uncertainty. Members of groups like "zonduyut ground" to determine what types of behavior are acceptable in this group. This phase ends after the group members begin to feel like members of a single group.

Step embarrassment characterized by the appearance and the presence of intragroup conflict. Group members acknowledge its existence, but resistant control and restrictions imposed on the person working in a team. Subsequently, there are conflicts and contradictions on the management team. Upon completion of this phase within the group formed sufficiently "clear" hierarchy of power-sharing and agreed its overall direction.

The third phase - ordering - within the group formed close links, and its members showing solidarity. During this period, they feel a strong sense of unity with their colleagues and camaraderie. Step arrangement expires after a fixed internal structure of the group and its members accept and recognize a common set of rules and ideas about what type of behavior is right for them.

The fourth stage - a performance. His early structure of the group clearly and definitively determined, and the group is fully functional. The energy of the people, which was previously focused on the desire to better know and understand each other, directed to perform their tasks.

To better understand the behavior of a formal working group, it should be viewed as a subsystem of a large system - the organization as a whole.

*External factors.*In group behavior is influenced by external factors such as strategy, structure of authority, official rules and regulations, the presence or absence of organizational resources, the criteria for selection of employees evaluation system performance, admitted to the organization, reward system, organizational culture and general scheme workspace group.

*Personal resources of the group.*The potential productivity of the group depends largely on the resources held by each member individually. Speech in this case is about individual abilities and personal characteristics of the group.

*The structure of the group.*The working group is organized to unite people. It has its own structure, which forms the behavior of its members, and enables much to explain and provide for the actions of individuals within the group and to predict the performance of the group as a whole.

An effective manager must interact with informal groups. Control Techniques informal groups are:

1. Managers must recognize informal organization, work with it and not threaten its existence.
2. It is necessary to listen to the views of members and leaders of informal groups.
3. Before you start any action necessary to analyze their negative impact on the informal organization.
4. To reduce resistance to change by the informal group should involve and encourage the participation of members in decision making.
5. Timely inform employees and thus prevent the spread of rumors.

Task:
- check out knowledge about the functioning of formal groups;
- consolidate knowledge of the structural characteristics of the group;

- learn teamwork and evaluate algorithms learn group decision making.

Literature:

1. Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.
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Practical tasks

Target number 1

Important task manager - to provide a level of cohesion, which will enhance the efficiency of the team. To do so, the manager is the next range of actions:

1. To offer employees work that facilitates their communication.

2. Ensure cooperation between departments of the company (eg, formulation of the problem, which involves working together workers of different functional units).

3. Keep the team in informal groups that do not interfere with its operation.

4. Create conditions for the social activity of workers.

5. Provide feedback to employees.

6. Evaluate and encourage all positive collective achievement.

7. Involve employees in the formulation of the goals of the company and develop solutions.

Answer the following questions:

1. What the manager on the formation team unity should be considered major, and why?

2. What other actions from your point of view, the manager must perform to achieve growth of labor collective cohesion?

3. Are all cases a high level of cohesion provides the performance of the team? Give examples to support your answer.

task №2

Can you believe your student group cohesive team? Explain your point of view. Describe the conditions of formation of a cohesive group.

Task number 3

In Japan, the basis of management of the organization is a phenomenon of "hrupizmu." The duty manager is to generate an atmosphere of mutual interaction among employees. Which of the following measures are effective for cultivating an atmosphere?

A: Whether the scope of production or trade, the company should create a kind of atmosphere of cooperation between working groups.

B: Determine the amount of work within the company, to distribute it among all subordinates to make everyone did not go beyond its competence. At the same time provide leadership so as to ensure the successful execution of each employee and that no one interfered with each other.

A: Hold informal activities (meetings, trips), during which workers would gladly naturally communicate with each other. Along with this need via meetings and other activities to help ensure that workers began to understand the nature of each other.

Task number 4

Determine what social role does each student in your group. What types of relationships between students inherent in your group?

Tests for independent work

1. Definitions "Odnolankova management structure, a single production area, close personal contact and interpersonal relationships in the workplace, where both the head part of the artists' describes:
a) cohesive team;
b) staff at the stage of integration;
c) main group - the company as a whole;
d) primary (contact) team.

2. Which category matches the following list: personal qualities of employees, management style?
a) internal (subjective) factors that determine the development team;
b) external (objective) factors that determine the development team;
c) collective elements of the structure;
d) An administration.

3. Which stage of the collective characteristics correspond to "end mutual learning, based on a convergence of people in the group (the most proactive, less proactive, neutral, disorganizing). Effective self-regulation is the team? "
a) differentiation;
b) formation;
c) integration;
d) cohesion.

4. The stability of the team, support of friendly contacts at work and free time, high labor discipline, high production performance characteristic groups:
a) separated;
b) cohesive;
a) Women;
g) dissected.

5. List, public employees collective psychological climate, management style, compatibility member emotional group identification, personal money manager, states:

a) organizational and technical factors cohesion;
b) economic factors cohesion;
c) social and psychological factors of cohesion;
d) overall team unity.

6. To determine the level of cohesion use indicators:
a) actual and potential employee turnover;
b) the number of internal conflicts;
c) the number of violations of labor and production discipline;
d) the stability of the team, the number of conflicts, the number of cases of disruption.

7. Psychophysiological compatibility linked with development processes such as:
a) professional education and training of employees in the enterprise organization;
b) perception, attention, thinking, coordination of sensorimotor reactions;
c) the level of organization of trade and process at;
d) gender and age structure, level of discipline.

8. Psychological Compatibility impact:
a) the level of correlation between different categories of workers;
b) the characteristics of the formal structure of the team;
c) the individual workers as administrative staff;
d) the individual characteristics of each member of the team.

9. The general characteristic of the team, indicating the level of development are:
a) vnutrishnokolektyvna cohesion;
b) the level of education and training of employees;
c) socio-demographic division;
d) value-oriented behavior of employees.

10. Conformity, susceptibility to rumors, emotional instability, tendency to conflicts characteristic:
a) dissected and separated groups;
b) cohesive team;
c) groups at the stage of maturity;
d) separated groups.

11. Psychological compatibility can be caused by:
and) both similarity and difference of the characteristics of the group;
b) similarity of the characteristics of the team members;
c) the difference between the characteristics of the group;
d) the specifics of the company.

12. Basic principles of "healthy" social and psychological relations in the workplace:
a) initiative, solidarity, awareness, mutual respect;
b) discipline, decentralization of management;
a) understanding vnutrishnokolektyvna compatibility;
d) integrity, objectivity, strategic orientation.

13. Unity - unity behavior of team members, based on:
a) combination of group and individual values behavior, interests in the general course of business;
b) the purpose of community workers;
c) methods of community activities;
d) common interests values, norms of behavior in their free time.

14. Staff development is:
a) general and professional;
b) only professional;
c) specialized and general;
d) there is no right answer.

15. Responsibility for staff development are:
a) managerial staff;
b) employees of the personnel department;
c) the workers themselves;
d) Only leaders.

16. The creation and application of remuneration relates to:
a) structural methods to overcome conflict;
b) interpersonal styles of conflict resolution;
c) evaluation criteria of staff;
d) management functions.

17. characteristics of group thinking and group pressure not include:
a) screening unpleasant or unwanted information;
b) negative stereotyping strangers;
c) lack of social pressure on dissenters;
d) permanent illusion of unity.

18. psychological characteristics of the team include:
a) the nature of the internal psychological climate of the psychological state of the team members, the degree of cohesion of team members;
b) group norms, values, rules of conduct;
c) cohesion, the level of conflict, the status of members;
d) moral and psychological climate group norms and values.

19. The combination of individual qualities of the group, providing coherence and effectiveness of their activities - is:
a) The unity of the group;
b) a necessary condition for teamwork;
c) social and psychological compatibility of employees;
d) psychological compatibility members.

20. Compliance temperaments team members is the basis of:
a) compatibility social workers;
b) psychological compatibility of employees;
c) group cohesion;
d) socio-psychological compatibility of employees.

21. Regarding the permanent system of conduct established by reference - is:

a) standards of conduct;
b) role;
c) value system;
d) status.

22. Compliance with professional and moral qualities of employees is the basis of:
a) compatibility social workers;
b) psychological compatibility of employees;
c) group cohesion;
d) socio-psychological compatibility of employees.

Workshop 2.3

Leadership in organizations

1. The essence of leadership in the organization.
2. The development of leadership potential.
3.Osobysti a leader and leadership styles.
4. Management of leadership in organizations.

Aim: consolidate the knowledge of the essence of leadership in terms of organization and effective management leadership in organizations.

Theoretical part:

Task:
- check out knowledge about the nature of leadership;
- consolidate knowledge on the use of management leadership potential;
- learn to assess the leadership skills of employees.

Literature:
1. Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.
2. Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.
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5. SP Robbynz Osnovыorhanyzatsyonnohopovedenyya. - S-Pb .:Williams, 2006. - 448 p.

Tests for independent work

1. Leadership in Management - is:

a) the ability to manage all the resources in the organization;

b) the ability to influence management units and individual employees;

c) the ability to influence individuals and groups to achieve organizational goals;

d) the ability to influence people for anticipated profits.

2. One of the characteristics of a leader:

a) limited intra-group relations;

b) officially designated;

c) is responsible under the law for the situation in the group;

d) there is no right answer.

3. **What style of leadership (management)?**

a) is a leader demeanor with subordinates;

b) it is customary demeanor leader on subordinates that affect them and leads to the achievement of the organization;

c) it demeanor specialists administrative staff;

d) It demeanor leader in the performance of their functions.

4. The behavior of the leader who gives his staff almost complete freedom in the choice of targets and control of their characteristic:

a) a liberal;

b) autocrat;

c) Democrat;

d) economist.

5. What is meant in management under the "need for power"?

a) the employee's desire to influence another employee (or group of employees);

b) the impact of one group of workers to another group of employees;

c) the impact of the head on subordinate employees;

d) there is no right answer.

6. Approach to management positions based on merit:

a) search characteristics inherent fundamental managers of the organization;

b) search characteristics inherent managers and leading specialists of organizations;

c) search characteristics inherent in all effective managers;

d) search characteristics inherent Managers organization.

7. Behavioral management approach based on:

a) study of manners managers and experienced professionals on subordinates;

b) study of manners senior managers on subordinates;

c) Conduct research on management of experienced specialists;

d) study of manners managers on subordinates.

8. What is the basis of situational management approach?

a) the personal qualities of staff;

b) the personal qualities of managers and professionals;

c) the personal qualities of specialists;

d) determining behaviors and personal qualities that best suit a particular situation.

9.Do situational leadership theories include:

a) theory FrediFidlera;

b) Theory MacGregor;

c) Likert theory;

d) theory Blake and Moutona.

10. Liberal leadership based on:

a) complete freedom in determining production targets;

b) complete freedom in defining their goals and control their own work;

c) complete freedom in determining the forms of remuneration;

d) complete freedom in the distribution of profits.

11. Psychological leadership team includes:

a) objectivity;

b) desire for continuous self-improvement;

c) the ability to manage emotions;

d) panoramnist thinking.

12. Cognitive leadership include:

a) professional objectivity;

b) desire for continuous self-improvement;

c) the ability to manage emotions;

 d) the ability to extrapolate.

13. Leaders who lead a - is:

a) persons who are able to make decisions independently, under its own responsibility;

b) persons who know the psychology of his followers;

c) rational type of leader, whose main quality: vigor, dedication, personal example, the ability to overcome obstacles, the ability to create cohesive team;

d) leaders who actively and intelligently, react to critical ideas of others, enabling them to make disciples.

14. Type of leaders - organizers of the groups are:

a) persons who are able to make decisions independently, under its own responsibility;

b) persons who know the psychology of his followers;

c) rational type of leader, whose main quality: vigor, dedication, personal example, the ability to overcome obstacles, the ability to create cohesive team;

d) leaders who actively and intelligently, react to critical ideas of others, enabling them to make disciples.

15. Type of leaders - "performers" are:

a) persons who are able to make decisions independently, under its own responsibility;

b) persons who know the psychology of his followers;

c) rational type of leader, whose main quality: vigor, dedication, personal example, the ability to overcome obstacles, the ability to create cohesive team;

d) leaders who actively and intelligently, react to critical ideas of others, enabling them to make disciples.

16. Type of leaders - "generators of ideas" is:

a) persons who are focused on new challenges, promote innovation. The main characteristics are: intuition, synthesis of knowledge, self-criticism;

b) persons who know the psychology of his followers;

c) rational type of leader, whose main quality: vigor, dedication, personal example, the ability to overcome obstacles, the ability to create cohesive team;

d) leaders who actively and intelligently, react to critical ideas of others, enabling them to make disciples.

17. Type of leaders - "synthesizers" is:

a) persons who are focused on new challenges, promote innovation. The main characteristics are: intuition, synthesis of knowledge, self-criticism.

b) a person who can separate the important from the large amount of information that allows them to make the right management decisions, form strategies organizations innovate;

c) rational type of leader, whose main quality: vigor, dedication, personal example, the ability to overcome obstacles, the ability to create cohesive team;

d) leaders who actively and intelligently, react to critical ideas of others, enabling them to make disciples.

18. Type of leaders - "reactor" is:

a) persons who are focused on new challenges, promote innovation. The main characteristics are: intuition, synthesis of knowledge, self-criticism;

b) a person who can separate the important from the large amount of information that allows them to make the right management decisions, form strategies organizations innovate;

c) rational type of leader, whose main quality: vigor, dedication, personal example, the ability to overcome obstacles, the ability to create cohesive team;

d) leaders who actively and intelligently, react to critical ideas of others, enabling them to make disciples.

Basic steps for formation of the head as a leader
(Material for discussion of problematic situations)

You got the post, analyzed all the difficult problems corrected mission and strategy. Now is the time to mobilize resources - money, staff, time, advice, friendliness - all to implement your idea. In fact, you have to create a company (and often outside the company) coalition that would understand the importance of your tasks and could at any time to provide you with the necessary resources. Get down to finding people that can give you support, armed with confidence, influence and political flair. It may be:

• Support from the top. A supporter at a high level - a source of money, personnel and time required to implement your strategy. It may also help convince others of the importance of additional costs and eliminate the circumstances that hinder you.

• Support the side. Allies who work in other departments of the company, can help you that it is essential to implement the strategy.

• Support outside. Depending on what your goal may be important to attract suppliers and buyers. Create a team and adaptuytesya to its needs. Team - a relationship the company based on trust, which allows the leader to get attention allies.

You can create a team that will allow employees to feel secure and operate at full force:

• Treat people with the same attention and respect, regardless of their position in the official hierarchy. Be respectful to the ideas of everyone.

• Always be attentive, kind and polite.

• Do not humiliate. Be honest. Admit a mistake or if you do not answer a question. Protect your group from outside interference. Feel free to engage in the battle for resources for their people.

• Do not let the "scapegoat" of someone from the team members.

• Use opportunities to help others grow professionally. Be flexible with each person try to do so that is specific to their interests and needs. Your employees have different capabilities, requirements, potential.

• Point the people while exploring for a new field of activity. They need special guidance and support.

• Keep people is a field already mastered, and now gaining experience. They need encouragement and direct, but at the same time provide some freedom, even if it does not avoid mistakes. Encourage people who may have very competent, but diffident. Help them discover a new opportunity.

• Delegate authority to experienced people with high motivation. Just pass them work simply because it finds it unpleasant. Think of it whose experience can help in carrying out the work, give this man some freedom and help as needed. Of course, between the team members there might be warm relationship, but it is optional. Rather, the norm is some level of conflict and this should be ready. There are several factors that dopomahayutzalahodyty conflict. But first you need to determine is constructive or destructive conflict. To do this, you need to listen and analyze.

Destructive conflict undermines the trust required in normal operation. It includes personal attacks - directly or through gossip attempt to make man "scapegoat" baseless argument concerning certain factors outside the company. Recognize the problem and try to resolve the conflict using the method of persuasion, or using power and communications. Constructive conflict - is quite another matter. This is the result of complex adaptive problems. Often your team members are reluctant to talk about the reasons for his dissatisfaction. Your job as a leader to convince them that there is no need to wave their fists, offering useful advice. Find out what's wrong and carry forth these questions for open discussion. Constructive conflict can be dangerous if the voltage has reached a level where it prevents people from working. The leader must balance at a certain level of conflict, if necessary, changing circumstances and the role of people not to allow the conflict to go too far. For this is useful to regulate the information received by employees.

Personal party leadership. Fundamentally leader deals with key issues and perspectives, but it also has a personal side. Ignoring it, you risk to build on its way many obstacles:

• if you regularly talk about your doubts concerning the work with someone you trust (a mentor, with his wife or a close friend or girlfriend).

• If you do not have a mentor, correct this miscalculation. You must be an influential mentor, whose advice you could trust without hesitation.

• Find shelter in which you occasionally could relax and look at their work from.

• Use the opportunity to attend professional seminars to help you improve your quality leader.

• Remember delegate their authority to another - not to show weakness. This will help you keep your potential leader, will increase the potential of your staff and give you "burn".

Workshop 2.4
Motivation and effectiveness of the organization

1. Current approaches to financial motivation.
2. Internal and external motivation and the motivation of the workforce.
3. Modern approaches to motivate employees of the organization.

Aim:

consolidate knowledge of motivation due to the problem of personal growth and development; learn approaches to the use of staff motivation and performance management of the organization.

Theoretical part:

Financial incentives work is the formation and use of material incentives for labor and wage distribution according to the law of distribution of the quantity and quality of labor.

The system of financial incentives - a complementary system of various incentives related to the process of creating a single material interest in the implementation of employment [42, p. 165].

The system should include financial incentives: remuneration system; a system of additional incentives.

Promote seen as a process of human exposure through meaningful for him an external object (object conditions, situations) that encourages people to certain actions. From this perspective, the motivation may be regarded as a process of emotional and sensual image matching own needs with the image of an external object, or - an internal human psychological mechanism that provides object identification that meets the needs and behavior of launches aimed at assigning the subject.

You can identify the main barriers that arise in implementing an effective system of motivation. Among them we can identify those that play a primary role and explained:

- blurring the final results of the company;
- the lack of clear criteria for evaluating the results of work;
- closed information on remuneration different artists in the organization;
- The fallacy of opinion on the need for improving mandatory payroll.

Motivation for highly employee - topical issue of management of any organization. The guide is in substance only three methods of influence on subordinates:

- compel (force);
- agree (sale of high-quality work);
- interest (create conditions in which the employee samomotyvuyetsya). Current approaches to motivation based on all three methods of influence, but the most effective, in most cases, is the last.

The basic idea of modern theories of motivation is that motivation system should be directed to:

- to support productivity at the level required of the organization;
- by improving work organization.

Motivational conditions within the organization should promote:

- cultivation of vocational and functional working spirit;
- working understanding of their own problems as part of the task (goal) of the organization;
- creation of equal conditions of moral and economic opportunities for artists of different functions in order to avoid professional discrimination;
- streamline cross-functional interaction.

Motivation - is the inner part of human nature, which is associated with its interests and determine human behavior in organizations. Stimulus - a certain effect on people, which aims to focus its operations, adjusting its behavior in the organization. There are two classes of motivation: avoiding and achieving. Avoiding motivation - motivation is a class in which a person tries to avoid adverse consequences for themselves their conduct. Reaching motivation aimed at achieving certain goals, which itself became a man.

There are clear incentives classes: underclass, tool, professional, patriotic, economic.

Class underclass minimizes effort and motivation refers to motivation and avoiding the type characterized by the following features:

- agree to lower wages so that others did not receive more;
- does not provide benefits in the performance of work;
- have low qualifications and does not try to increase it;
- has low activity and is opposed to other activities;
- a low level of responsibility with a tendency to shift responsibility to others.

Tool class motivation refers to motivation and achieving class characterized by the following features:

- interest cost of labor and not its content (work - a tool for meeting other needs);
- essential validity of the cost of labor;
- ability to provide important life independently.

Professional class motivation refers to motivation of achieving class. It is characterized by:

- the content of interest;
- does not agree to uninteresting work, regardless of the amount of payment;
- interest challenges as an opportunity to express themselves;
- the significant freedom in operational activities;
- an important professional recognition.

Patriot class motivation refers to achieving. Its main characteristics:

- in need of ideas;
- need public recognition of success;

the main reward - a general recognition of the high level of professionalism.

Economic motivation class also refers to reaching and has the following features:

- voluntarily assume responsibility;
- is characterized by demanding freedom of action;
- abhors control.

To effectively motivate members must:

- determine the level of compensation that would satisfy the workers;
- to determine the desired level of performance, which should be achievable;
- to determine fair value: results award;
- define fair use of penalties and incentives;
- to create appropriate conditions for the fulfillment of employees;
- form a clear and achievable goals of the organization, the achievement of which will make the work more motivated;
- create conditions for sustainable use of internal and external factors of motivation of members.

External to staff motivation system can operate with greater or lesser efficiency in the organization, but no motivational event will not be successful if a person has no internal motivation. Internal motivation - a psychological condition, which is determined by positive emotions caused by the attitude of the work in progress to the team, which is man and the environment. Feature of internal motivation is that the impact on it by the organization in a positive way is very difficult, while demotivation fault of the organization is very common. Demotivation - partial or complete loss of human intrinsic motivation to perform their duties.

Task:

- test knowledge of basic concepts of motivation;
- schodomodeley consolidate knowledge of organizational behavior modification using motivation;
- learn to use different formymotyvatsiyi and incentives.

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Practical tasks

Task 1. Situation motivation system of employees

Employees of the firm "P" provided an opportunity to study directly in the workplace (the company) or outside the workplace with partial or full payment by the organization. For all employees are provided benefits - free lunch, the ability to use the products (services) company at discounted prices. In the reporting period the company managers "P" was developed and implemented a pilot program for the development of corporate culture of solidarity and responsibility.

The program gave employees the right to independent decision-making (within the competence of the employee) on some issues. Were carried out measures to improve the socio-psychological climate in the team. He was a visiting expert who conducted training on conflict resolution tactics. Organized celebrations. The analysis workflow (pictures), which resulted in upgraded 15% of jobs. During the season of hard work paid employees bonuses of 6% of sales in excess time and a raise for the intense conditions.

At the end of the year was considered clients of the firm wheeling and issued awards to three employees for it marked the reviews of thanks. For violation of corporate policies and labor discipline (regulations) imposed fines in the amount determined by the internal documents of the company. During the reporting period were registered penalty in the form of fines for lateness and failure to attend work with illegitimate reasons, and increase penalties for complaints from customers. The results of the current appraisal one employee was demoted, one staff member was lowered wages, increased to two. For unsatisfactory performance of duties reprimanded three employees, two employees were denied the annual premiums are calculated for the year.

Task:

1. Which of the methods is part of: a) a system of moral / financial motivation; b) of a promotional / incentive compulsory; c) are satisfied with this system needs motivation

2. Which of the presented methods for improving the effectiveness of current activity of enterprises - on results in the long run? 3. What are the advantages and disadvantages of the proposed system of motivation? It is appropriate to improve the presented system of motivation?

*Objective 2.*The impact on staff decisions concerning their work

Read the following situation and proposed using the knowledge of motivating and encouraging staff, answer questions and justify their answers.
• What types of incentives used master? How were they effective?
• Describe the position of engineer in terms of the impact on staff motivation.
• What management problems has generated a high level of motivation of workers?
• What can management in the changed situation? Develop proposals.
Group workers painted dolls in a toy factory. Each woman took a toy from the tray, painted and hung it on the hook floating past. Women received hourly pay, group award and the award for excellence. Although management did not feel any difficulty with the system performance was low, and morale even worse. Workers complained that the room is too hot, and the hooks are moving too fast.

Master reluctantly complied consultant advice and met face-to-face with employees. After hearing the complaints, the master agreed to fans. Contrary to expectations and master engineer who developed a production process, it greatly improved the moral atmosphere. However, the discussion continued, and after a meeting of the workers came with a radical proposal: let themselves control the speed of the belt. Engineer denied; as it seemed, he had carefully calculated the optimal speed. Master also was skeptical, but despite the protests of workers allowed engineers to test its proposal. Was developed sophisticated production schedule: slow motion drive belt at the beginning of the day, gradually increasing speed as they rozihriyutsya, slowing before dinner, etc.

The results of this experiment were stunning. Morale sharply. Production far exceeded the most optimistic calculations engineer. Premiums increased women so that they have to earn more than many workers with much more skill and experience. For this reason, the experiment ended unhappily. Productivity women and high wages have become a problem because highly skilled workers in other departments protested. To restore harmony, management has returned to the old guidelines Engineer: fixed rate belts. Production decreased morale plummeted, and most liberated women.

*Task 3.*Influence rewards program group
Consider the case "Influence rewards program group" and explain the phenomenon of working effectively in terms of employee motivation.

The company moved from group to individual incentives, the best employees were retired or work less. With more than two hundred workers demonstrated above average performance of only one continued to work efficiently in terms of group incentive programs. The rest of feel cheated, because compensation for the high individual performance is now divided among all group members.

Task 4. Read the case "Discounts to employees as a means of motivation" and answer the following questions.

• "Presence discounts significantly increases employee loyalty, helps with recruitment and helps to improve sales because people are better acquainted with the goods and services that they sell." Do you agree with this assertion of American specialists?

• Compare discounts to other possible elements of the compensation package - bonuses, gifts, regular wage increases, bonuses and profit sharing.

• What are the conditions for the effective application of discounts as a means of motivation?

• Will the use of different discount as a motivator in the capital cities and the periphery?

Discounts staff motivation

Discounts for employees when purchasing products of the firm are visible means of motivation in the West. This element of the compensation package is important not only managerial but also from an economic standpoint - thus the company is expanding its sales.

Among Chambers & ChambersWineMerchants, San Francisco, every Friday afternoon, all the staff get together to taste the bread, cheese and wine. Club "4:45", which includes 85 employees, giving them the opportunity to try wines that are marketed as new brands or those wines that "Chambers" provides for "special". "And, even more pleasant, the staff can buy wine at special, discounted price," - said Chris Carei, senior assistant sales.

Discounts for employees providing excellent opportunity to get acquainted with sales. If staff use the company's products and services dealing with it, it will be more convincing representative of the company. Carei says that ChambersWine selling expensive wines, and this increases the importance of close acquaintance of employees with the sold goods. "Because we can buy wine at a discounted price, we try different varieties and share their experiences," - she said.

Sears stores offer all its employees, and there are about 300 thousand. People. 20% discount on clothing and 10% discount on all other products of the company. Some temporary workers Sears also receive a 10% discount on popular products such instruments.

Experience in the use of goods and services the company creates a new view of employees own company because they act as consumers. Starwood Hotels and ResortsWorldwideInc, located in New York, providing 120 thousand. Employees significant discounts on their accommodation in hotels all over the world. Staying in hotels, staff act as our customers. They assess the level of service usually

offered to visitors. And besides pride in acquiring the company a unique opportunity for learning that extends understanding of their role in customer service.

In a similar approach contained delicate business calculation: room - a commodity, and if it is not occupied, the company loses money. Therefore, discounts for employees of the company can be profitable even from an economic point of view. Expanding sales are the main economic benefits in the case of discounts. In all major automotive manufacturers provide their employees discounts on the purchase and rental cars. The experience of Detroit, people usually do not tend to look for something on the side, if they can buy the products of the company. Therefore, employees offering good discount, valid for their families and friends, the company expects that their machines will be known in these areas.

In this case, plays a role, and competition in the labor market. Since most companies offer some form of discount to attract good employees, all have implemented similar systems in their motivation. This is the kind of rewards that await potential employees and which actively use the company.

Among Ford employees get a discount for the purchase of four cars per year for themselves and their family members (plan A), they are also allowed to make three persons to the list of friends and family plan (plan X), which also entitles discounts, though not to as great for families. Ford even offers a special tariff plan Z for employees who retired. Employees are usually entitled to benefits from the first day of service in the company. Miller argues that the idea of immediate discounts - a witty idea. "If we hire an employee, accustomed to driving a Honda, we make little effort and he goes to the brand Ford.

When employers consider discounts to their employees, sometimes there is concern that they are used incorrectly received benefits. This problem occurs infrequently, there are some simple ways to protect the company. If you are using Hallmarkcards and employees suddenly start buying tons of cards and wrapping paper using the discount granted to you, you can check if they have opened their own shop selling postcards of living through it. But discount on an expensive item not give you such problems simply because the price is too high to employee could afford multiple purchases.

Most companies have a particular mechanism for tracking how employees use granted them privileges. Often it can be as simple as the methods used by Sears, which produces special cards for their employees and their families eligible for a discount. Or you can define the upper limit, like Starwood or company Ford.

Discounts offered employees burdensome for companies in monetary terms and in terms of time-consuming as it requires minimal effort required for assembly product catalog and track their treatment. In fact, these discounts are, among other things, an informal method of quality control. The company can clearly determine how good a product it produces. After all, if the company's products and services are not in demand in employees receiving discounts is clearly pointing to serious problems in marketing and production.

Tests for independent work

1. Motivation - is:

a) the process of encouraging yourself and others to work to achieve personal goals, and b) the process of encouraging yourself and others to work to achieve a personal goal or goals of the organization, c) coercion to achieve a common goal;

d) The punishment of subordinates through the power of coercion.

2. The earliest methods of motivation, which is mentioned in the Bible and ancient myths, was:

a) by personal example the head, b) the method of remuneration, c) the method of "carrot and stick";

g) method prymusu.3. Better method of "carrot and stick" developed:

a) Taylor b) Maslow c) Tugan-Baranowski;

d) Ford.

4. All theories of motivation are divided into:

a) procession and informative, b) procession and expectations theory, c) substantial and complex;

d) all answers are correct.

5. Substantial theories of motivation based on:

a) analysis of human effort allocation for different tasks and selecting its specific behavior, b) identification of internal human needs, forcing it to act as they did;

c) studying physical and psychological qualities of the employee;

d) all answers are correct.

6. The secondary needs include the need for:

a) food, water, and b) breathing, sleep c) respect and success;

d) self.

7. Motivation - is:

a) feeling of lack of something that has a certain direction, and b) that the person considers valuable for themselves, c) unconscious need something;

d) the discomfort from lack of something.

8. The internal compensation provides:

a) promotion b) the work itself, c) praise, additional payments;

d) all answers are correct.

9. The five main categories of needs Maslow are:

a) physiological, sexual, symptomatic, altruistic, practical needs, b) physiological need for security and confidence in the future, social, esteem needs, self-expression;

c) physiological symptomatic altruistic, social, psychological;

d) the physiological, social, emotional, cognitive, conventional.

10. In order to meet the social needs of employees according to the theory of Maslow's need:

a) give the employees that work which would allow them to communicate and b) provide meaningful work to subordinates c) give subordinates complicated and difficult job that requires full commitment from them;

d) organize corporate events.

11. Deofaktorna Herzberg theory is based on two broad categories:
a) physiological and motivational factors, and b) hygienic and psychological factors, and c) hygienic and motivational factors;
d) physiological and social factors.

12. In order to motivate pratsivnykivdo productive work, according to the theory of Herzberg, you should:
a) focus on motivational factors, not paying attention to hygiene, b) to ensure, above all, the presence of hygiene factors c) ensure that not only hygienic, but also motivating factors;
d) provide favorable psychological climate in the team.

13. The purpose of the system of financial incentives are:
a) effort spent playing staff regardless of the volume of work performed, and b) providing the ratio of wages of workers with the quantity and quality of work;
c) to accelerate the production cycle and increase profitability;
d) reduce the number of staff due to more productive work.

14. Factors that contribute to employee labor input divided into:
a) fixed and variable b) those that determine the contribution to the ongoing and final results c) psychological and material;
d) internal and external.

Workshop 2.5
Management behavior of the individual in the organization

1. Socio-psychological characteristics of personality and behavior management of the organization.
2. Conflict management in organizations. Classification of conflicts.
3. Work with people with complex character.

Aim:
consolidate knowledge about the social and psychological characteristics of personality and conflict management in the organization.

Theoretical part:
Personality should be viewed as an integrated system.
Individual - a single person as each natural being, ie single representative of the human race.
Personality - is narrowest within the meaning of the concept. It contains only the personal qualities of the person, a combination that distinguishes this from other people.
The concept of identity is closely linked to the concept of individual and individuality. Personality - a man taken in its system of psychological characteristics that are socially conditioned, are by nature a social connections and

relationships are stable, determine ethical human behavior, which are essential for herself and others.

Integrated quality of each employee as an individual, determine its considerable range of organizational behavior. Research shows that there are three critical psychological characteristics of any individual:

- stability manifestation of personality traits, which makes it possible to predict employee behavior in industrial and domestic situations;

- unity and interconnectedness of personality traits, forming a certain integrity of the individual;

- activity is in multifaceted activities of the individual aimed at comprehensive knowledge, transform themselves and the world.

The basis of life and activity of any person is cognitive mental processes. By individual cognitive mental processes include sensation, perception, thought, conscience, language, attention, memory, imagination and ideas.

Among the traits that make up the character select:

- individual properties that determine man's actions in choosing the goal of (such rationality);

- traits that relate to actions aimed at achieving the objectives (eg, perseverance, commitment, etc.);

- Tool features directly related to temperament (restraint - impulsiveness, calm - anxiety, etc.).

- Structure of character is determined by how a person treats:

- to other people, demonstrating uvazhlyvist, integrity, commitment, communicative, peacefulness, kindness, altruism, care, tact, correctness or opposite characteristics;

- to cases showing integrity, curiosity, initiative, determination, diligence, accuracy, seriousness, enthusiasm, interest or opposite characteristics;

- to things, demonstrating providence, thrift, punctuality, sense of taste or opposite characteristics;

- to themselves, showing rational egoism, self-confidence, the normal self-esteem, self-respect or the opposite traits.

The conflict - a condition which manifests itself in the form of specific reactions of people to each other.

For value for the organization conflicts are divided into constructive and destructive.

The reasons that lead to constructive conflict:
- dissatisfaction with wages;
- adverse conditions;
- deficiencies in the organization of work;
- insecurity suffered by resources;
- nerytmichnist work;
- inconvenient work schedules;
- inconsistency between the rights and obligations of employees;
- imperfections in technology;

- lack of clarity in the allocation of responsibilities;
- low labor and executive discipline;
- imperfection of organizational management structure;
- conflicting goals of technological and economic services enterprises and others.

The causes of destructive conflicts can be:
- incorrect actions of the head;
- incorrect actions of subordinates;
- incorrect action and the manager and subordinates.

False steps managers can occur as follows:
- violation of official ethics:
- display of rudeness, excessive, disrespectful attitude towards subordinates;
- the failure of promises;
- intolerance to opinions other than their own; oppression criticism;
- limiting the rights of subordinates;
     - abuse of official position of the head;
     - ignoring the subordination of subordinates on different levels of government;
     - inept use of information management;
     - criticism, degrading;
     - deliberate provocation of conflicts between subordinates ("divide and conquer"), etc .;
     2. Violation of labor laws, such as unfair dismissal of an employee;
     3. unfair perceptions of subordinates and the results of their work, such as:
     - errors in the application of rewards and punishments;
     - shortcomings in the distribution of work between the performers;
     - the establishment of the salary not equivalent to the work carried out;
     - painful reaction to a subordinate authority;
     - vague formulation of the slave;
     - lack of information;
     - underestimation of the importance of belief;
     - psychological incompatibility.
     Depending on the characteristics of conflicting parties agreed to provide:
     - vnutrishnosobovyy conflict - a clash between roughly equal in strength but opposite directed by interests, needs, train one person;
     - interpersonal conflict - two or more members of a group pursuing incompatible goals and implement conflicting values, or both fight in a conflict seek to achieve the same objectives can be achieved wrote one of the parties;
     - between individuals and groups - clash of conflicting interests, needs, values, goals between private individuals and groups of people;
     - intergroup conflict - cops conflicting parties act as social groups pursuing incompatible goals and interfere with each other towards their implementation.
     The dynamics of the conflict. Conflict as a process characterized by specific stages. Namely:

1. The pre-conflict situation captures the emergence of real differences in interests, needs and goals of the parties. And since this is not realized and there is no contact action, this situation - a potential conflict.

2. Awareness of pre-conflict situations linked to the perception of reality as conflict, with the understanding necessary decision on the action. At this stage in human behavior to a greater extent manifested irritability, hostility, aggressiveness, and sometimes unbalanced. Man thinks and produces model their behavior. So the objective understanding of conflict is the impetus for conflict behavior.

3. Conflict interaction - the most acute and emotionally intense stage of conflict (incident). Rod conflict behavior is to block a goal by another party (including means of this block can be distortion of information, appealing to higher authorities, etc.). If a selected confrontation of interpersonal interaction (not negotiated), the behavior of the parties may experience overt threats, squabbles, moral insults and even physical violence.

4. Resolving conflict. This stage can and should start, avoiding conflict interaction. Often one side or both elements of conflict weighed on the first two stages and make every effort to address the objective reasons preventing conflict.

5. The post-conflict situations characterized by deep feelings parties. A discharge voltage and participants "threw out" emotions. Often they have a sense of guilt, remorse and even sorrows. At this stage, the correction of their self, aspirations and relationships.

Preventing conflict. Everyone knows that the disease is easier to prevent than to cure. So conflicts. Their origin should be able to recognize from the outset. We must advance to block the places where they may be, to eliminate the causes that could lead to them.

Task:
- find out the specifics of the individual behavior management in the organization;
- acquainted with methods of determining the type of personality and simulation programs of individual behavior;
- learn basic approaches to conflict management in organizations.

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Practical tasks

*Task 1.*Identify the types of conflict in the following situations: 1. The trial over the distribution of the inheritance. 112. Disputes between the board of directors and ordinary shareholders zavnesennya changes in statutory dokumenty.3. The confrontation between the commercial bank and depositors yohokerivnytstvom over non-payment of funds from rahunkiv.4. Internal resistance employee kerivnytstvapratsyuvaty on offer over the weekend zvitu.5 year end. The rivalry of two employees for the vacant post of the head.

*Objective 2.*Determine the nature of the conflict in Suchsituation specify rozv'yazannya.Spilkuyuchys rules of the contenders for the vacant position dayeobitsyanku head further increase it in position. Employee zhvavopochynaye work shows high performance and dobrosovisnist.Pry this guide is constantly increasing load nezbilshuyuchy wages and without increasing office. After some time the employee begins to show dissatisfaction. Maturing conflict.

*Task 3.*Define the algorithm of the head of upravlinnyakonfliktnoyu situation in this prykladi.Vy - head of production unit, which is a "unit" yakastala "ballast" for the team. Virtually impossible to provide jobs tsyulyudynu and release - no legal basis. Vonanehatyvno affect workers, especially young people. In kolektyvistvoryuyetsya atmosphere omission conflicts arise.

*Task 4.*Build a model of making scientifically-based solutions for managing conflict in such situations. 1. You - the head of the personnel department of the production company. DoVas worker gets a job, which you have promised to pevnipilhy if he will show their best. Within pivrokuvin demonstrated his qualifications. There was cherharozpodilu leave and the employee master complained that yomuzaproponuvaly leisure least suitable for his sim'yimisyats. Then you forget to bring it to the Order of gratitude and ticket dobudynku rest, he asked to allocate received your zastupnyk.Vy simply forgotten about his promise to the employee. The employee wrote a statement on the dismissal.

2. Identify the most rational methods of personal upravlinnyakonfliktamy in this situation. You criticize your employee, it responds to it very emotional. You have to stop every time a conversation without dovodyachyrozmovu through. And now after your comments vonarozplakalasya. How to convey her thoughts?

*Task 5.*Analyze organizational conflict in the following situations and determine the content options to solve it.

The introduction of new technologies into production protsespidpryyemstva led to the fact that according to the chief engineer, the existence of one of the sections assembly shop was inappropriate. Onone meetings with the chief engineer had suggested the merger of dilnytsiz another, adjacent to production line. The proposal sparked resistance holovnohoinzhenera side section chief and section chief subject of reorganization.

*Task 6.*Identify the most rational methods of personal conflict management in this situation. During the business meeting with you is your employee with a rozdratuvavsya advertising department, not seeing your remarks about the next advertising project. You can not subordinate to treat, because it undermines your credibility. What will you do?

Answer the following test questions:

1. List the important socio-psychological characteristics that play a key role in the organizational behavior of the individual.
2. What are the main problems arising in the organization of managers control the behavior of the individual in the organization?
3. What is the conflict? What are the main types of conflicts arising in the organization?
4. List the main causes of destructive conflicts in the organization.
5. What are the basic models work with people with complex character you know?

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